



7 April 1972

MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT : IG Survey of the Central Reference Service

1. Forwarded herewith is the Inspector General's report of survey of the Central Reference Service. You have previously received a separate copy. I would appreciate receiving your comments on the twenty-six recommendations included in the IG's report by 1 July.

2. May I note my pleasure with the report of the energy and effectiveness of the Director of CRS. We all realize that CRS is a complex and difficult management and operational activity. His attitude, however, is sure to carry it far against the very substantial problems inherent in these activities.

3. There are several matters to which I would invite your particular attention:

a. In several respects the report poses a challenge in what might be called the research and development of the art of analysis. This raises matters which extend beyond CRS and which might best be attacked from the position of the DDI, perhaps using the staff you have established for that purpose. For example, the report brings up the possible need to develop new relationships between the analyst and his information base. It is plain that the analyst needs to play a part in the development of his information base if he is to use it with confidence in the future. OSR in particular has focused on this problem and developed in many respects its own information base for the analytical work it does. Organizational patterns for the future might give the substantive analyst a formal role in the development of the larger information base he will query, beyond collecting his own file drawer of key material. This may suggest the development in appropriate situations of separate information files controlled by using analysis offices directly, rather than having all such material centralized. I will discuss this below.

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b. Another prospect posed by the report is that our analysts might increase their machine manipulation of the information available to them rather than merely using information storage offices and devices as repositories from which information is drawn for analysis by long-established academic disciplines. This might require considerable imagination and development of techniques of such manipulation, as well as an active program to train the analysts in the necessary techniques and machinery to enable them to carry out the manipulation directly rather than depending upon technicians to do so. DDS/OTR is currently seized of a requirement to review our training in the use of information systems for manipulation as well as retrieval. Your staff might work with OTR in this regard. The Systems Analysis Staff of CRS, discussed on pages 52-54, might also have a contribution to make.

c. Again as a matter for DDI rather than merely CRS attention, the difficult problem of ideal information storage and retrieval systems might be examined (I would think it more appropriate for DDI to take on this chore than submit it to the IP&E Board (page 72), as it is a matter of direct concern to DDI). Aside from the problems involved in the actual workings of [ ] system (page 63 et seq.), it perhaps needs some conceptual approach to the best relationship between a central storage index and retrieval center and what might be termed "special collections" serving particular groups of analysts. The rapid search machine, and perhaps its SIMSCAN equivalent, might offer a particular opportunity for such "special collections" and at the same time retain the benefits of an overall Central Reference Center and Service for a variety of customers. What this basically boils down to is the need for a conceptual approach to this subject in the future so that the needs of the analysts will control our utilization and acquisition of machine techniques rather than allowing enthusiasm for mechanical marvels to push us in directions the analysts would not use or would resist. We can certainly use the IP&E Board to develop an Agency approach toward the needs of the various directorates, but at the same time I would hope that DDI will take the lead in developing concepts of what it wishes for the support of its analysts (pages 71-72).

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d. I am sure you will take such action as feasible to overcome the problems involved in the manual files, especially the town and plant folders (pages 59-63).

e. On duplicate dissemination centers (pages 97-99), I hope the Office of Security's review of compartmentation systems can help. May I suggest that you call these cases to the attention of the Office of Security, which is now working on this problem.

f. With respect to the problems of Top Secret control, I must confess some preference toward seeing this in the hands of the Office of Security (pages 100-101 and pages 105 and 106).

g. I am particularly interested in the comments with respect to CRS personnel problems. I have already requested the Director of Personnel to examine similar problems which may exist in various components. The ID Career Services does not appear to have the problems of IAS, on which I commented separately. At the same time, it does seem to have some problems which I would hope the Office of Personnel might review and recommend steps we could take to improve performance in CRS and elsewhere. I am particularly interested in the possible application of the vacancy notice system more effectively and more extensively, although I realize that DDI is to be commended for having instituted the system and tried to make it work despite the problems which still exist (pages 39-44 and pages 72-79).

h. Obviously the problem of ☐ and its future will be reviewed 25X1 in the context of the current discussion with the Office of Communications. Whatever the final outcome, it is clear that CRS is to be commended for having developed this imaginative effort to modernize a very complicated and difficult function.

/s/ W. E. Colby,

W. E. Colby  
Executive Director-Comptroller

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21 MAR 1972

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Survey Report of the Central Reference Service

1. Forwarded herewith is our report of the survey of the Central Reference Service. Copies are being forwarded separately to the Deputy Director for Intelligence. We found it a responsive, service-oriented organization with dynamic and committed top management.

2. We have made 26 recommendations, many minor. The management was extremely responsive to the survey and action is under way on several recommendations. As noted throughout the text, CRS responded to some suggestions during the course of the survey. For example, a group has been established to study means of improving the automated file retrieval system.

3. I assume that you will write your own memorandum to the Deputy Director for Intelligence requesting his response to the recommendations. Should you wish us to prepare drafts for your consideration, we will be happy to do so.

((Signed) William V. Broe

William V. Broe  
Inspector General

Attachment as stated

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